



Strategic Plan Update: FY 2016 - 2018

www.DurhamNC.gov/StrategicPlan



City of Durham: Five Goals, One Vision

City of Durham employees work hard every day to provide the quality services that make Durham a great place to live, work, and play. The City of Durham has a strategic plan that serves as a road map pointing the organization from its firm foundation to become, the leading city in providing an excellent and sustainable quality of life.

The following pages will provide a great starting place for you to explore and understand the City of Durham's vision. If you are interested in learning more, visit www.DurhamNC.gov/StrategicPlan and dive into the performance dashboard to explore the organizations success factors.





Strong and Diverse Economy

Maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment opportunities to benefit all Durham residents and businesses.



What Does Success Look Like?

- Shared, public-private strategic focus improves coordination and prioritization to build on current successes and grow the economy
- City and County's aligned goals create a more transparent and efficient system for planning and implementation of economic development strategies to address challenges facing Durham

GROWING ECONOMY TO BENEFIT ALL DURHAM RESIDENTS AND BUSINESSES

Durham recognizes that a shared, public-private strategic focus can improve coordination and prioritization to build on current successes and grow the economy to benefit all Durham residents and businesses. The City and County have worked together to align goals to create a more transparent and efficient system for the planning and implementation of economic development strategies.

Durham's economic transformation in the last 20 years has been tremendous and has been celebrated regionally, nationally and internationally. This ongoing revitalization — demonstrated in the reuse of old warehouses and factories into thriving spaces like American Tobacco and Golden Belt, the dynamic and wildly popular Durham Performing Arts Center, the rebirth of Main Street downtown, and corporate investment in Research Triangle Park, and much more — has been due to visionary leadership and thoughtful collaboration.

While this transformation has been astounding, areas of concern still exist. Unemployment, while below national and statewide averages, remains high among some populations, especially among youth and those with lower educational attainment. The City of Durham and Durham County are still struggling to replicate the transformation of the downtown district on a large scale in key neighborhood commercial corridors. Infrastructure in commercial corridors and residential neighborhoods needs to be improved to make it easier to do business and to create districts that will attract and retain talent and business. Leaders must ensure that existing businesses can benefit from Durham's growth, not simply out of fairness and equity, but also because the recirculation of local dollars stands to help all. However, we not only need to get the message out that Durham is the best place to do business and live, work, learn and play, but we also need to ensure that the products, services and overall climate behind that message lead to a high level of satisfaction within the business community.

Business Retention and Recruitment

- Coordinate strategies and plans of capacity-building agencies and consider how resources could be leveraged to foster small business and entrepreneurial opportunities
- Installation/development of amenities; Support appearance-related initiatives
- Ensure continuity and consistency of development standards and policies across jurisdictions
- Design incentive programs, policies and procedures around recruitment and retention of high growth industry clusters
- Continue to reinforce policy elements that include infrastructure as an incentive tool

Business-Friendly Environment

- Develop user friendly process maps to help guide residents and developers through their specific review process
- Study other development review models for best practices that further incorporate a more coordinated “one-stop-shop” approach
- Further explore and benchmark ombudsperson position in other jurisdictions to determine what efficiencies might be gained
- Determine feasibility of a joint City-County economic development organization



Talent Development and Recruitment



- Improve coordination and role clarity between various workforce development organizations in Durham
- Improve selection process for composition and operating procedures for the Workforce Development Board
- Develop “Strike Team” to proactively meet with new and current employers/sectors to access labor needs
- Develop and implement a communications plan that incorporates job placement success stories across the community



Safe and Secure Community

Provide safe and secure neighborhoods which are fundamental to the quality of life and economic vitality by helping the community enjoy a strong sense of personal safety.



What Does Success Look Like?

- There is a strong sense of trust between community members and public safety officials
- Community members feel educated, empowered, and supported by public safety entities in their efforts to enhance personal safety
- Public safety programs are clearly committed to preventing emergencies which compromise personal safety
- When emergencies arise, public safety officials are professional, efficient, and effective in their work to resolve the situation

A BOLD NEW DURHAM

Over the last decade, the landscape of Durham has changed dramatically. Our shops, businesses, and neighborhoods have grown-- as have our safety challenges. The city of Durham is fortunate enough to have crime rates in key areas below the targets set by the Durham Police Department. Additionally, crime clearance rates, a measure of how many crimes are solved, are quite high. The concept of personal safety has evolved with the population growth of our community. As a city, we are called to respond with a much more comprehensive plan to protect our neighbors from the consequences of crime, fire, and medical emergencies. Looking forward, our city also faces both financial and physical constraints that further inspire us to think in new ways about how to deliver exceptional public safety service.

Reduce the Occurrence and Severity of Crime

- Develop an online crime reporting solution
- Create unified intra-agency protocols to manage response to large scale incidents
- Develop a 3-5 year staffing plan for Police and 911 focused on operations and deployment
- Improve lab analysis, crime scene response, and evidence processing



Building Strong Community Trust and Awareness of Personal Safety

- Expand outreach to existing events to converse with residents about their safety needs
- Encourage two-way communication through semi-annual media forums
- Develop a customized approach to helping residents and neighborhoods improve personal safety efforts
- Increase awareness of public safety programs, resources, and methods
- Use video technology to record officer-resident interactions

Ensure High Survivability from Incidents of Fire, Medical, or Other Hazardous Emergencies

- Create a program that recruits, develops, and retains a diverse and talented workforce
- Provide safety training initiatives that allow residents easy access to the knowledge needed to improve personal safety
- Develop a 3-5 year staffing plan for Fire focused on operations and deployment
- Conduct Fire code enforcement system process improvement





Thriving, Livable Neighborhoods

Strengthen the foundation, enhance the value, and improve the quality and sustainability of neighborhoods.



What Does Success Look Like?

- Expand engagement with neighborhoods to ensure citizens feel empowered to preserve or improve the quality of their neighborhoods building connections between people and programs
- Increase the variety of transportation choices available to Durham residents, in order to improve the access to and mobility of Durham neighborhoods
- Promote increased access to a diversity of housing options that are safe and affordable

DURHAM NEIGHBORHOODS IN TRANSITION

Durham has nearly doubled in size since 1990 and this growth has dramatically changed its neighborhoods. Many Durham neighborhoods have seen tremendous growth, improvement and reinvestment, while others have seen significant increases in poverty and disinvestment.

Neighborhoods are the building blocks of any city and research shows that many people connect with and feel that they have the power to improve their neighborhoods more than their City, County, State or even their nation. As such, the City must continually strive to engage neighborhoods and understand the partnerships, policies and program that they believe will protect or improve their neighborhoods.

As with cities nationwide, Durham is struggling to accommodate all of its residents in decent and affordable housing and to provide high quality transportation alternatives. These two issues were identified as top community concerns during the 2014 Strategic Plan survey and will serve as focus areas across Durham's neighborhoods.

Affordable and Safe Housing for All

- Complete an inventory of affordable housing opportunity sites
- Complete a strategy to ensure creation and/or preservation of affordable housing near planned light-rail stations
- Complete an action plan to respond to the 2015 Analysis of Impediments to Fair Housing Choice



Engaged and Empowered Neighborhoods

- Create multi-departmental engagement team to collectively evaluate top areas of concern for Durham neighborhoods and develop coordinated action plans to meet identified needs
- Conduct energy education programs in neighborhoods
- Update 3 year Community Engagement Plan
- Map Durham's open space and inform Durham neighborhoods of nearby open space and recreation facilities and programs

Strong Transportation Networks and Transportation Alternatives



- Implement the Mayor's Challenge to improve access to transportation networks and improve the safety of those networks
- Develop a model to implement complete streets in Design Districts, such as Downtown and Ninth Street
- Complete the Duke Beltline Master Plan



Innovative & High Performing Organization

Provide professional management that encourages a culture of innovation, collaboration, and transparency to deliver quality services through an exceptional workforce.

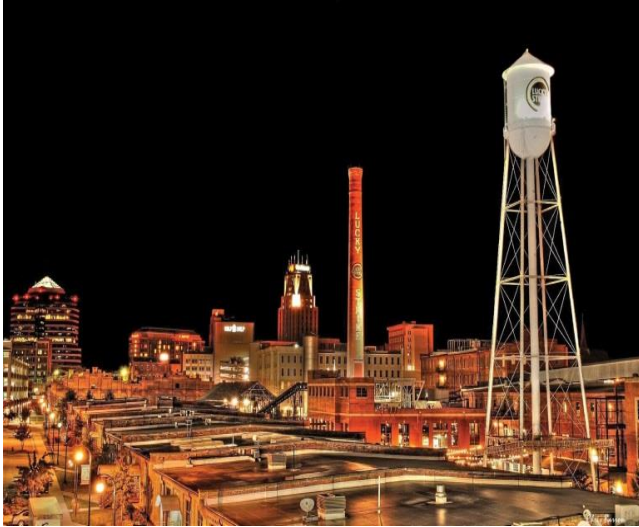


Photo by Chris Barron

What Does Success Look Like?

- Ensure Strong Financial Management
- Establish an exceptional, diverse, engaged, and healthy workforce
- Provide quality customer service
- Align resources with city priorities
- Use effective communication and transparency to engage the community
- Employ well-trained and accountable employees
- Create a culture where innovative and creative solutions are embraced

THE SPIRIT OF COLLABORATION AND INNOVATION

In an economic downturn that has left municipal budgets tight and the need for government services great, the interest in creative thinking about local problems is understandably intense. According to Government magazine, in just the past two years, the number of Google hits on the words "government innovation" has increased from 38 million to 1.4 billion as leaders and line staff at every level of government look for ways to do more with less. Urban centers, such as Durham, present a tremendous opportunity for innovations that improve quality of life for their residents. Forward-thinking public administrators should be leading the way, with innovative programs to address acute and chronic budget shortfalls while sustaining vital functions such as transportation, public safety and maintaining essential infrastructure. Resident demand for streamlined, efficient government continues to drive Durham leaders to seek out opportunities to deliver traditional services in non-traditional ways.

Promote Collaboration between Departments to Deliver Outstanding Service

- Promote increased use of Durham One call through education, promotions, etc. to streamline and enhance residents' experiences with the City departments
- Complete Customer Service Assessment and develop an implementation plan of approved recommendations
- Develop training to support internal collaboration
- Explore opportunities for partnerships to deliver programs and services

Foster a Culture of Innovation to Promote Operational Efficiencies



photo by Justin Cook

- Establish multidisciplinary City/County Innovation Lab to support the formation of transformational ideas into solutions
- Identify and Implement technology that supports the Performance Management System Citywide
- Identify best practices and opportunities for process improvement and automation across City departments in order to provide effective and efficient delivery of City services
- Develop internal innovation team to help drive innovation at all levels of the organization

Establish an Exceptional, Diverse, Engaged and Healthy Workforce

- Develop and deliver targeted wellness programs to improve employee health outcomes
- Develop and implement an executive leadership academy
- Develop a strategic workforce, training, and succession plan
- Develop an internal Employee Communication Strategy
- Develop a diversity recruitment plan



Promote Long-Term Financial Sustainability

- Develop a long term financial plan for infrastructure improvements and deferred maintenance
- Develop budget and reserve policies for all funds to improve the overall fiscal health of the City
- Implement Priority Based Budgeting to facilitate better alignment between services and resources

Empower the Community by Providing Accessible and Usable Data

- Implement City's new web page platform (Web 2.0)
- Launch joint City/County Open Data
- Use initial survey data to recommend future data sets
- Evaluate Communications Assessment and develop an implementation plan of approved recommendations
- Explore new ways to graphically represent data to better communicate to the community



Stewardship of City's Physical and Environmental Assets

Thoughtful planning and operations that ensure the long-term viability of the City's infrastructure, facilities and environment.



What Does Success Look Like?

- With business and residential development ongoing, there is clear direction for what new assets will be developed and how current assets are properly maintained to meet expected service level demands
- Limiting our environmental impact conserves and protects natural resources
- Stewardship of City's assets help foster a great place to live, work, and play through:
 - Clean water and environment
 - Sufficient roadway and parking network
 - Well-maintained buildings, parks, and open spaces

MEETING THE PHYSICAL NEEDS OF A GROWING CITY

From taking care of what we own, to planning for the future and everything in between, managing the physical needs of the City takes a lot of resources. It doesn't make sense to invest millions of taxpayer dollars to build new things if you don't have a way to take care of them well into the future. Whether its new roads, sidewalks, athletic fields, trails, or water/sewer lines, staff across all City departments are working on the development and implementation of asset management plans. These comprehensive asset management plans will direct day to day maintenance activities, provide predictability in planning, and serve as the foundation for budgeting for the ongoing capital needs of the City.

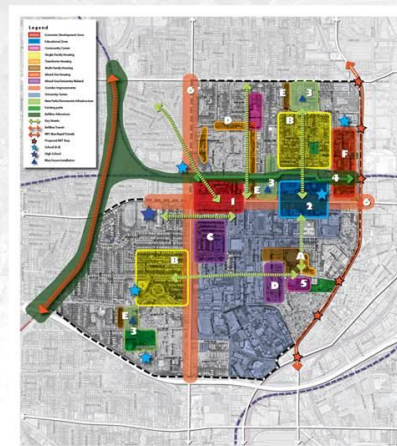
State of the Art Asset Management

- Develop Asset Management Plans
- Develop/Implement Asset Management Systems
- Identify Critical Infrastructure
- Develop Asset Maintenance Plans

Planning for Future Needs

- Update DurhamWALKS and Bicycle Plan to identify highest priorities
- Complete Phase I of the Station Area Strategic Infrastructure project, developing prioritized infrastructure recommendations for the nine urban light rail station areas from Alston Avenue to Erwin Road.
- Review all existing policies in City's Comprehensive Land Use Plan

Planning Goals - Develop a **TRANSFORMATION PLAN** for...



HOUSING

Energy efficient, mixed-income, one-for-one replacement

NEIGHBORHOOD

Well-functioning, economically viable, mixed-income neighborhoods

PEOPLE

Improved health, safety, employment, mobility, and education

 Southeast Central Durham Community • Durham, NC
CHOICE NEIGHBORHOODS INITIATIVE PLANNING

Stewardship of Environmental Assets



- Conduct waste stream characterization study
- Develop a reclaimed water master plan
- Institute a green workplace certification program for city departments
- Create and market a Green Business Challenge to help businesses assess their current level of environmental stewardship
- Develop an implementation plan for city-wide inventory and risk analysis of trees located on public property